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Jrny 5-2-4

15 September 1954

MEMORANDUM FOR: Director of Central Intelligence

Through: Director of Training

SUBJECT: Project [REDACTED]
Phase Sponsored by [REDACTED]

25X1A

1. You may remember that late in 1952 I outlined briefly to you an approved project for the training of Agency personnel specializing in the Arabic language and the Near and Middle East area. It was my hope, and that of others associated with this project, that it could serve as a model, or pilot, for the acquisition of highly specialized competence in languages and cultural and area knowledge among personnel of this Agency. The objective was to achieve academically recognized results. The arrangements were aimed at insuring maximum practical achievement and security at reasonable cost.

2. I am convinced that the results achieved under the phase of this program which was sponsored by [REDACTED] will compare in all respects quite favorably with that phase carried out under the direction of the Foreign Service Institute, Department of State. I have submitted to the Director of Training a detailed report on this project, a summary of which is attached to this letter.

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3. I bring this matter to your personal attention in my capacity as Agency consultant on language training and related matters. I feel compelled, in the light of my experience with this project, to state plainly my conclusion after more than three years of participation in this field of training: that unless a firm and clear policy directive is issued by the Director of Central Intelligence to the operating desks and other responsible offices, long range training in languages and cultural and area subjects will continue to be characterized by hasty improvisations resulting in mediocre achievements. It seems to me that in this field it would be preferable to come up with "too much and too early" in certain critical areas than to be exposed to the recurrent "too little and too late."

4. It is only because I consider this to be a problem of vital importance that I am bringing it to your attention. To do otherwise would be to ignore my responsibilities to you, to the Agency and to my field of specialization.

Distribution:

Orig. and 1 - Addressee
 1 - DTR
 1 - C/ELTD/TR

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Consultant

Office of Training

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PROJECT [REDACTED]

Summary of Phase Sponsored by [REDACTED]

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Submitted by [REDACTED]
Consultant, Office of Training

In the fall of 1952, the Office of Training and the Near East and Africa Division, after several conferences with me, agreed to set up a program for the training of a first group of eight students who were to specialize in the Arabic language and the Near and Middle East area. The program was to extend over a period of approximately one and one-half years for each group and lead to the Master of Science degree in Language and Area Studies [REDACTED]

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Only four students were actually registered. Every effort was made to secure competent personnel to handle the language and area training program in this country, and I personally called on the President of the [REDACTED] to arrange for the students to be admitted in a special program of instruction at that University.

It was anticipated that at least three groups of about eight students each were to be trained under this arrangement. As has been mentioned, only four students were registered in this first group, although the cost in respect to the academic program would have been no greater for eight than it was for four.

In the spring of 1954, I had been given to understand that the program was to be continued with at least three students registering for the second group. In July of 1954, this arrangement was cancelled on the grounds that no personnel were available for training.

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The fact that these improvisations and changes resulted in financial complications with [REDACTED] /to say nothing of other embarrassment since, for reasons of security, the University was not aware of the fact that this was an Agency program/ leads me to the conclusion that this case exemplifies the haphazard manner in which language and area training is improvised. This is not due to a lack of foresight on the part of the Office of Training, but to the argument of the foreign [REDACTED] that there is no personnel or other resources to permit the continuation of such programs. This is a typical case where the lack of clear and firm directives from the DCI level is, in my considered judgment, hindering the Agency in the development of high competence among its personnel in language and area specialization.

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MEMORANDUM FOR:

[REDACTED]
Consultant, Office of Training

THROUGH:

Director of Training

SUBJECT:

Language and Area Training of CIA Personnel

REFERENCE:

Your memorandum, Subject "Project [REDACTED]"
dated 15 September 1954

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1. I have personally considered the problem of concern in your memorandum, reference above. I note that your memorandum is pointed at the specific project cited. I recognize, however, that it is directed at the larger and basic problem of training for this Agency personnel sufficiently versed in knowledge of the language and cultures of foreign peoples to permit confident and efficient fulfillment of the large and sensitive responsibilities for national security placed upon the Central Intelligence Agency. I further note that you believe current long-range training in these matters to be "characterized by hasty improvisations resulting in mediocre achievements." Finally, I note your recommendation that a firm and clear policy directive to the operating desks and other responsible offices be issued by me. (While you do not stipulate the nature of such directive, I presume you believe that such statement by me should direct that each component take any steps necessary to assure that it is partially, if not adequately, equipped with personnel well versed in the languages and cultures of any and all foreign peoples of concern to it.)

2. I assure you of my sincere and attentive concern for the fundamental problem that provides the impetus of your memorandum. You may be

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reassured to know that, even as I read your memorandum, I am considering issue of a directive along lines believed to be consonant with your convictions. Contemplation of this action you may regard as a direct reflection of your conscientious and persistent promotion during the past three years of the need for an unequivocal policy directive.

3. I most sincerely take special advantage of this opportunity to express personally to you my appreciation and high regard for the services of your Institute in the promotion of understanding for the need for knowledge of the languages and cultures of foreign peoples and of sound academic programs to train specialists in these fields.

Allen W. Dulles
Director

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CENTRAL INTELLIGENCE AGENCY

WASHINGTON 25, D. C.

OFFICE OF THE DIRECTOR

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MEMORANDUM FOR:

[REDACTED]
Consultant
Office of Training

THROUGH:

Director of Training

SUBJECT:

Language and Area Training of CIA Personnel

REFERENCE:

Your Memorandum, "Project [REDACTED]" dated 15 September 1954
25X1A

1. I have personally considered the problem of concern in your memorandum, referenced above. I note that your memorandum is pointed at the specific project cited. I recognize, however, that it is directed at the larger and basic problem of training, for this Agency, personnel sufficiently versed in knowledge of the language and cultures of foreign peoples to permit confident and efficient fulfillment of the large and sensitive responsibilities for national security placed upon the Central Intelligence Agency. I further note that you believe current long-range training in these matters to be "characterized by hasty improvisations resulting in mediocre achievements." Finally, I note your recommendation that a firm and clear policy directive to the operating desks and other responsible offices be issued by me. (While you do not stipulate the nature of such directive, I presume that you believe that such statement by me should direct that each component take any steps necessary to assure that it is partially, if not adequately equipped with personnel well versed in the languages and cultures of any and all foreign peoples of concern to it.)

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Allen W. Dulles

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(The following draft of a statement of policy is suggested for issue by the DCI as a means of implementing practices designed to assure that all personnel possess language and/or area knowledge required for reliable and efficient fulfillment of individual and group responsibilities within the Agency, and to assure that gradually the Agency develops a carefully selected group of highly trained specialists in various fields of concern.)

STATEMENT OF POLICY
BY
THE DIRECTOR OF CENTRAL INTELLIGENCE

1. The conduct of effective and efficient activities of the Central Intelligence Agency requires that all personnel possess certain defined levels of area and language knowledge.
2. All personnel not possessing knowledge defined by the standard for their positions shall receive training directed at providing the required knowledge.
3. The Office of Training is responsible for providing and scheduling required training and for informing offices of the availability of such training.
4. Individual components are responsible for scheduling participation of personnel requiring the offered training.
5. An ad hoc committee, to be known as the Qualifications Committee, will define standards of area and language knowledge for all categories of employees. This committee will consist of the Chairman of the Career Council (as chairman) and senior representatives of the DD/I, DD/P, DD/A, the Personnel Office and the Office of Training. A working sub-committee will include appropriate Training Liaison Officers.

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6. As a matter of policy, all employees will meet these standards as a condition for continuing in their present positions or receiving new assignments. Fulfillment of this requirement within one year after employment will be expected of all employees, except where the required training itself necessitates a longer time. Upon satisfactory completion of this requirement by the employee, the Office of Training will issue a certificate to the effect that the employee has met the established standard.

7. All prescribed training will be regarded as part (or all) of an employee's duty assignment. It will be accomplished as part of normal duty insofar as such training is available during normal duty hours. When such training is available only at hours other than normal duty hours, individuals receiving such training will be allowed an appropriate amount of freedom from normal duty hours. Overtime pay will not be sanctioned for this purpose.

8. Action to implement the foregoing will be immediate and continuing.

9. Until standards have been finally defined, the following minimum requirements will be used as a guide:

a. Any person whose duty assignment involves working with substantive materials pertaining to a foreign area shall complete an area orientation course of not less than 64 hours, either in the Agency or at an academic institution. Previous academic training of comparable quality will be accepted in fulfillment

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of this requirement. Residence in the area alone will not be accepted for fulfillment of this requirement. This requirement pertains to all professional and clerical personnel at Headquarters and all personnel designated for overseas.

b. All persons designated for overseas assignment shall receive at least from 64 to 128 hours of instruction in the language of the area to which assigned, depending upon the difficulty of the language, or possess fluency equivalent to that of the average student who has completed this requirement.

10. With a view to gradual development of a cadre of highly-qualified specialists in foreign affairs, the following two provisions are made as a means for partially implementing the policy set forth herein:

a. Each component of the Agency, down to and including the branch level, will be allowed a five per cent (5%) increase over its authorized T/O to be used for assignment of persons qualified, according to standards of the Office of Training, to receive intensive, full-time training directed at meeting specific needs of the component concerned. Use of these positions, however, is not restricted to training in language and area, but may be used also for training in fields of professional specialization.

b. A Career Development Scholarship Program will be developed and directed by the Office of Training for intensive specialized training for a duration of from one to three years of exceptionally qualified personnel to be selected on an Agency-wide competitive basis and to serve after training anywhere in the Agency.

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that a need for such specialists exists. To permit the conduct of this program, all present Career Development slots and five Junior Officer Trainee Slots (for Junior Officer Trainees only) will be available.

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Tab D of Memorandum for Director of Central Intelligence, Subject: Area and Language Training

(The following statement of policy is suggested for issue by the DCI as a means of implementing practices designed to assure that all personnel possess language and/or area knowledge required for reliable and efficient fulfillment of individual and group responsibilities within the Agency, and to assure that gradually the Agency develops a carefully selected group of highly trained specialists in various fields of concern.)

STATEMENT OF POLICY
BY
THE DIRECTOR OF CENTRAL INTELLIGENCE

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3. The Office of Training is responsible for providing and scheduling required training, and for informing offices of the availability of such training.
4. Individual components are responsible for scheduling participation of personnel requiring the offered training.
5. An ad hoc committee to be known as the Qualifications Committee will define standards of area and language knowledge for all categories of employees. This committee will consist of the Chairman of the Career Service Council (as chairman) and senior representatives of the DD/I, the DD/P, the DD/A, the PO, and the OTR. Working sub-committee will include appropriate Training Liaison Officers.
6. As a matter of policy, all employees will meet these standards as a condition for continuing in their present positions or receiving new assignments. Fulfillment of this requirement within one year after employment will be expected of all employees, except where the required training itself necessitates a longer time. Upon satisfactory completion of the requirement, the Office of Training will issue a certificate to the effect that the employee has met the established standard.
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8. Action to implement the foregoing will be immediate and continuing.

9. Until standards have been finally defined, the following minimum requirements will be used as a guide:

a. Any person whose duty assignment involves working with substantive materials pertaining to a foreign area shall complete an area orientation course of not less than sixty-four hours either in the Agency or at an academic institution. Previous academic training of comparable quality will be accepted in fulfillment of this requirement. Residence in the area alone will not be accepted for fulfillment of this requirement. This requirement pertains to all professional and clerical personnel at Headquarters and all personnel designated for overseas.

b. All persons designated for overseas assignment shall receive at least from sixty-four to one hundred and twenty-eight hours of instruction in the language of the area to which assigned, depending upon the difficulty of the language, or possess fluency equivalent to that of the average student who has completed this requirement.

10. With a view to gradual development of a cadre of highly-qualified specialists in foreign affairs, the following two provisions are made as a means for partially implementing the policy set forth herein:

a. Each component of the Agency, down to and including the branch level, will be allowed a five per cent (5%) increase over its authorized T/O to be used for assignment of persons qualified, according to standards of the Office of Training, to receive intensive, full-time training directed at meeting specific needs of the component concerned. Use of these positions, however, is not restricted to training in language and area, but may be used also for training in fields of professional specialization.

b. A Career Development Scholarship Program will be developed and directed by the Office of Training for intensive specialized training for a duration of one to three years of exceptionally qualified personnel to be selected on an Agency-wide competitive basis and to serve after training anywhere in the Agency that a need for such specialists exists. To permit the conduct of this program, all present Career Development Slots and five Junior Officer Trainee Slots (for JOT's only) will be available.

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CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP			
TO		INITIALS	DATE
1	<i>Director of Tong</i>		
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<input checked="" type="checkbox"/> APPROVAL <input type="checkbox"/> INFORMATION <input type="checkbox"/> SIGNATURE <input type="checkbox"/> ACTION <input type="checkbox"/> DIRECT REPLY <input type="checkbox"/> RETURN <input type="checkbox"/> COMMENT <input type="checkbox"/> PREPARATION OF REPLY <input checked="" type="checkbox"/> DISPATCH <input type="checkbox"/> CONCURRENCE <input type="checkbox"/> RECOMMENDATION <input type="checkbox"/> FILE			
Remarks: <i>Attachment for reference of VCI in connection with para. 2 of memo to [REDACTED] 2/21</i>			
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